

70 Intelligence Surveillance and Reconnaissance Wing Key Spouse Program



Implementation Guidelines



70 ISRW Key Spouse Program Implementation Guidelines

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AF Key Spouse Program Overview

Mission: The Key Spouse Program (KSP) was designated an “Official Air Force Readiness” Commander’s Program following the 2008 CORONA Conference spouse feedback forum. ***The objective of the KSP is to provide resources and support to families and military members. The KSP is different from social event coordination within a unit. Therefore Commanders (CCs) should not rely on KSP volunteers to plan social events, although being a Key Spouse does not exclude them from participation.***

Responsibilities: The unit CC is responsible for selecting capable Key Spouse (KS) volunteers and establishing and maintaining a KSP. The KSP team is comprised of the CC, the First Sergeant (CCF), the Key Spouse Mentor (KSM), KS volunteers, and the Airman & Family Readiness Center (A&FRC).

References: *The AF KSP Commander and First Sergeant Reference Guide* and *The AF Key Spouse Mentor Guide* contain detailed information regarding:

- Roles and responsibilities of each member of the KSP team
- Selection, appointment and resignation of KSP volunteers
- KS recognition
- Desired program outcomes

Trained KS volunteers receive extensive guidance in *The AF Key Spouse Guide*.

This 70 ISRW KSP Guide supplements existing AF KSP guidance to assist 70 ISRW units in implementing successful Key Spouse Programs.





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70 ISRW KSP Priorities

The 70 ISRW KSP will support *all families and military members*, single or married, deployed or on station, active duty or reserve.

The 70 ISRW/CC has identified the following KSP priorities:

1) Connect

The KSP will increase connections between:

- KS volunteers and military members
- KS volunteers and unit spouses
- A spouse and other spouses
- Spouses and the unit

2) Educate

The KSP will provide military members and families with information about local and AF resources available to support families.

The KSP will provide a continual flow of information to military members and families regarding unit and local events and opportunities.

3) Refer

The KSP will identify and assist military members and families that require specialized assistance and notify unit leadership that personnel or family members in their command were referred for resources and support.

KS volunteers are trained to refer families dealing with situations beyond the scope of the KSP to an appropriate provider or organization. KS volunteers will notify unit leadership of referral details when requested by the family or when a situation meets the “crisis” threshold. See page 4 for definition of “crisis.”





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70 ISRW KS Program Goal #1: Identifying Trends of Family Needs and Gaps in Resources

The goal of the KSP is not only to connect, educate and refer *individuals*, it is to: 1) identify trends and needs in the aggregate; and 2) assist commanders in identifying resource gaps (i.e. necessary services are not available or are available but not being utilized).

KSP success depends entirely on whether families build trusting relationships with KS volunteers. Families must trust that if they confide in a KS volunteer, their information will not be recorded and reported to unit leadership unless a situation meets the threshold of “crisis,” such as suicide or abuse. Program success also rests on the ability of the unit to address trends that appear to impact many members of the unit.

Therefore, the KSP will assist families individually and confidentially, but will keep a record of expressed needs as they connect with families. As KS volunteers contact families they should record problems/issues that were communicated by the spouse on a contact log. ***The name of the spouse/family should not be associated with the need noted on the contact log.*** The contact log will provide a summary of expressed needs without Personally Identifiable Information (PII). It will enable the KSP team to identify trends in needs in order to determine how best to help.

For example, KS volunteers notice a large number of families mention:

- Financial difficulties that strain the marriage
- Difficulty obtaining child care
- Dissatisfaction with the care provided by a specific pediatrician at the base hospital

Once a trend is identified, the KSP team can determine whether appropriate assistance is available and utilized by unit families. If not, the commander can decide if the unit, A&FRC or local service providers should develop a resource to assist or if Group/Wing leadership should be advised so the issue can be addressed at a higher level.

Suggested Course of Action after Trend Identification

Using the example of financial strain, Key Spouses notice that a growing number of spouses report large debts and disagreements with their military members about how



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family finances should be managed. In most instances, spouses indicate military members do not want to ask for help.

The KSP team should determine if there are adequate services available through the A&FRC (Ft. Meade: Community Readiness Center) or local service providers to address the specific financial needs. If so, spouses should be connected with these resources.

If enough unit members have financial difficulties but few seek help, the commander may decide to advise the unit about available resources. He or she may also seek more information about barriers (real or perceived) to seeking assistance.

The commander may schedule the A&FRC to provide a short overview of available financial services at a Commander's Call (this way no particular member feels singled out and everyone benefits from learning about financial resources). Flight commanders and senior NCOs could be apprised of the growing problem and advised how help might be offered to members who they suspect are affected without breaking the confidentiality of the spouse.

If there is a gap in available financial services, commanders should inquire whether A&FRC can offer targeted services to affected families. If A&FRC does not have the capacity and other services in the community are not readily available, squadron commanders may elect to report the issue to their leadership.

In cases where a problem is dissatisfaction with a specific service provider or organization (such as a pediatrician not providing adequate care), unit leadership may choose to intervene directly with the leadership of that provider/organization to solve the problem.





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70 ISRW KS Program Goal #2: Building Local Spouse Networks

“Connected Neighbors Lead to a Connected Unit”

Spouses in relationship with other unit spouses have a greater likelihood of providing mutual support and connecting with their unit. 70 ISRW families are often spread out geographically and may not know other spouses within the member's unit. To facilitate spouse connections locally, the 70 ISRW seeks to provide opportunities for **spouse to spouse** connections within the same geographic area. For the purposes of the KSP, we're calling these informal geographic connections “Local Spouse Networks” (LSN).

KS Facilitation of a Local Spouse Network:

1. A KS volunteer obtains permission from a spouse to be connected with other spouses in the same local area.
2. Unit spouses in geographic proximity meet and build relationships.
3. KS volunteers maintain contact with LSNs, facilitating new connections.
4. LSNs share knowledge of community and unit resources.
5. LSNs may be more likely to engage with the unit.

LSN Goals:

1. Increased spousal engagement with the unit will lead to an increased ability for the unit to support families through LSNs.
2. Increased spousal engagement with the unit will lead to increased LSN support of the unit.
3. Spouses supported by other spouses in a LSN and actively engaged in with the unit will lead to healthier families.

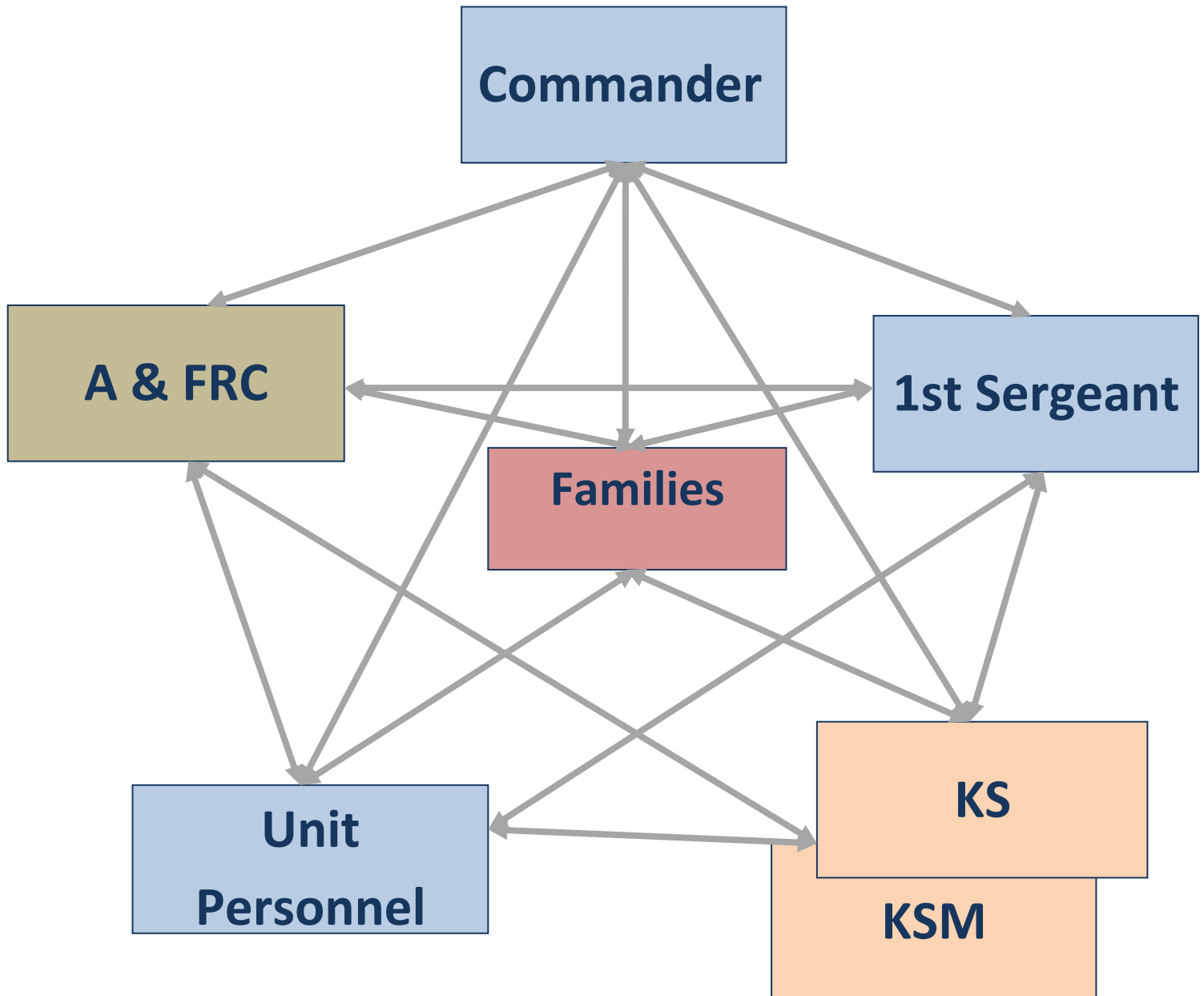
Healthier families lead to healthier units.





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Key Spouse Network Team





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AF/70 ISRW Guidelines for Distribution of Rosters and Provision of Resources to the KSP:

Release of Rosters:

The Privacy Act (PA) of 1974 limits access to personal information Airmen provide to their command. However, DoDI 1100.21, Voluntary Services in the Department of Defense, permits properly appointed and trained volunteers, such as Key Spouse Program volunteers, to have access to PII for official purposes.

- 1) The 70 ISRW/JA concluded that Key Spouse volunteers are *officially sanctioned volunteers*. Therefore, access to Privacy Act information (e.g., rosters) by a formally designated Key Spouse is an authorized disclosure as long as it is in connection with the performance of their service.
- 2) The 70 ISRW/JA advised that *written consent be obtained from the military member before distributing rosters* including personal information such as spouse names or phone numbers. Other AF bases have developed consent forms that are distributed to personnel at the in-processing briefing.

Refer to <https://www.usafservices.com/Home/SpouseSupport/KeySpouseTraining.aspx> for forms and training modules.

- 3) KSP volunteers *may not* be given PA information until they are officially appointed by the unit commander, have attended KSP training and have received training regarding the handling of PA information and COMSEC.
- 4) KSP volunteers should only disclose personal information about military members and families to the CC or the CCF, *not to other KS volunteers*. If a KS confides in the KSM for situational advice and encouragement, the KSM should caution them not to disclose unnecessary information and to emphasize situations rather than names.

Finally, Personally Identifiable Information shall not be placed on shared drives.





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Provision of Resources to the KSP:

Resources:

DoDI1100.21, Voluntary Services in the Department of Defense, paragraph 5.2 states that training and support are authorized for officially sanctioned volunteers. Such support includes use of government facilities including office space, equipment, supplies, computers and telephones as needed to perform their assigned duties. As officially sanctioned volunteers KS volunteers should be provided access to the aforementioned resources.

Manpower:

Units may also provide KS volunteers manpower assistance from military members as long as it doesn't interfere with a military member's job duties or the unit mission. Commanders can assign duties related to the KSP to civilian employees as necessary so long as those duties comply with the employee's position description.

Military Mail System:

The military mail system may be used to send correspondence officially related to the KSP as long as the correspondence contains the unit address as the return address.





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KS Global Information Grid (GIG) Database

*“Providing the right information to the
right people at the right time”*

To facilitate the development of robust KS programs in each unit, the 70 ISRW developed a database (the “KS GIG”) of the instructions, resources, templates and spreadsheets necessary to implement a successful KSP.

Currently the database documents are contained in files using Gmail Google Documents. However, Google Documents cannot be accessed using a .mil account. Therefore the CC, CCF, and KS volunteers must access the documents using an account outside the .mil system. The use of Google Documents is a short-term solution to enable KS volunteers to perform their duties until a long-term solution is developed. The 70 ISRW is researching options that will provide security for the documents and access for all users.

70 ISRW units may request a customized Gmail account loaded with the KS GIG documents by submitting a request to the centralized 70 ISRW KSP account at:

70thKeySpouseGIG@gmail.com

New accounts will be named according to a standard format unless otherwise requested:

UnitKeySpouses@gmail.com

KS GIG File Structure:

The KS GIG Database is structured as follows though local units may customize as needed to satisfy their program needs. There are multiple documents contained within each of the following file headings.

Instructions/Documents

- Commanders
- First Sergeants
- Key Spouses
- Key Spouse Mentors

Key Spouse Duties

- Templates
- Newcomers
- Deployed
- Event Coordination





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Disaster Preparedness

Resources

- Attractions, Maps & Phone Numbers
- Children, Youth & Parent
- Community Readiness Center (AFRC)
- Counseling & Crisis
- Deployment
- Exceptional Family Member Program (EFMP)
- Employment & Training
- Financial Aid & Information
- Images & Logos
- Medical
- PCS & Relocation
- School & Education
- Social Media
- Spouse Groups
- Volunteer Opportunities

Suggested Use of the Documents

All members of the KS team will find official AF training materials related to their role in the KSP. In addition, all necessary forms such as appointment/ resignation letters, family contact sheets, etc. are provided.

The database contains templates for every type of correspondence needed by a KS volunteer. For example, the templates can be personalized and sent via email (or printed off) to a newcomer or spouse of a deployed member.

It is impossible for any volunteer to be aware of all local and AF resources that may benefit a family. However, the database contains scanned brochures or summaries of resources to enable a volunteer to recommend assistance options to most family requests.

Because KS volunteers are encouraged to connect with spouses by phone, it is recommended that volunteers have the “Resources” section of the database open prior to initiating a call. If a spouse requests assistance, the KS can peruse the available resource options and provide the spouse with several suggestions during the initial call (rather than ending the call, researching options and calling back the spouse).





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Commanders and First Sergeants: Recommended Implementation Strategies

1. **Recruit an Adequate Number of KSP volunteers**
 - Recommend a minimum of 2 KS & 1 KSM
 - Larger units: recommend adding one KS per additional 100 Active Duty members or assigning one per flight
2. **Appoint a Key Spouse Mentor**
 - The KSM should be the spouse of a senior military member (CC, DO, CCC, CCF Spouse if possible)
 - Ensure KSM access to unit leadership
3. **Interview candidates. Appointed volunteers should demonstrate:**
 - Discretion
 - Commitment (to a year-long term)
 - Capability of performing KSP duties
 - An understanding of the sensitivities of protecting people's personal family situations or contact information
4. **Submit an Official Appointment Letter for each KS to A&FRC**
 - Letters must be updated annually and after CC changes
 - The Appointment Letter template is located in *The KSP Commander and First Sergeant's Reference Guide* and in the KS GIG database
5. **Ensure KS Training**
 - KS/KSMs must attend A&FRC KSP training to serve as a KSP volunteer or have access to Privacy Act information
 - 70 ISRW/CC directs that KS volunteers receive additional Privacy Act and COMSEC training. This additional training will be available by video.





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6. Request a Campus Access Badge (CAB) for each KS [Ft. Meade Units]:

- Submit a CAB request for each KS/KSM if the unit is located on the NSA campus.

7. Facilitate KSP Connection with Families

KS volunteers need to have access to rosters to perform their duties. Though some spouses can be reached at unit events, this is not an efficient method to collect spouse contact information as many spouses do not attend unit events. Refer to page 4 of the 70 ISRW/JA guidance regarding obtaining permission from the military member prior to distribution of PII via rosters or other means.

Rosters:

- The CCF should provide sanitized alpha, gains and deployment rosters to the KSP. Spouse name, phone number and email should be provided if available but all other information should be removed.
- Ft. Meade units: The 707 FSS is the central distributor of rosters to Ft. Meade KSPs.

CC Request for Family Information:

- CCs may choose to distribute the *Family Information Sheet* (located in KS GIG database) to military members and ask them to return completed forms to the KSP.
- CCs should communicate that some of the collected information is protected by the Privacy Act and will be used For Official Use Only (FOUO).

8. Resources

KS volunteers should be provided:

- Access to equipment (e.g. printers, scanners, paper)
- Use of unit mail system for KSP correspondence; *return address on KSP correspondence must be the unit address*
- Supplies





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- Manpower as long as it doesn't interfere with the unit mission or the military member's other duties

9. Incorporate the KSP into Unit Newcomer Procedures

Include the KSP on the agenda for newcomer briefings. The KS can present an overview of the KSP and disseminate KSP information (e.g., Family Information Sheets and Welcome Packets).

- CSS is responsible for collecting *Family Information Sheets* on the day of in-processing and forwarding to the KSP

10. Enable KS-to-Member Interface at Duty-hour Events

Interface between KS volunteers and military members promotes the program and reduces confusion about the KSP as a “social” program.

Invite KSP volunteers to speak to the unit during duty-hour unit events (Commanders' Calls, Safety Briefings, etc.) to educate them about the benefits of the KSP.

11. Ensure Information Flow from the Unit to the KSP

CCFs should communicate frequently with the KSP regarding:

- KSP progress in connecting with families
- Needs of specific families identified by the KSP
- Upcoming unit events
- All other issues relevant to the KSP

12. Maintain Regular Meetings with KSP Volunteers

CC/CCFs should meet with the KSP team regularly (recommended quarterly). This provides an opportunity to review KSP progress, fine-tune procedures, trends and resource gaps identified by the KSP.

13. Identify Trends in Family Needs and Gaps in Resources

Refer to pages 4 for an in-depth description of this program goal and recommended procedures.





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Ask your KS volunteers to use a contact log to keep an informal record of the trends in needs and available resources.

During quarterly meeting with the KSP discuss trending family needs, availability of resources, what help leadership can provide help within the unit and/or if services should be developed outside the unit.

Consider whether to report a trend or gap to Group or Wing leadership if intervention from a higher level might help.

14. Record Successes

Ask your KS volunteers to keep record of families to which they've provided assistance that resulted in a positive outcome for a unit family. The records don't need to be formal, but will provide a history of how the KSP is working to support the needs of unit members and family.

15. Remember that KSP Volunteers are not Social Event Planners

Although KSPs are often the most active volunteers in the unit, when possible recruit additional spouses or military members (e.g. booster club) to plan social events. It is critical that spouses do not identify the KSP as a social program.

16. Develop Regular Processes to Recognize KSP volunteers

- “Coin” KSPs at a Commander’s Call or other unit event
- Host a KSP Recognition Luncheon
- Nominate a KS for the AF “Key Spouse of the Year” Award





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Key Spouses and Key Spouse Mentors: Recommended Implementation Strategies

1. **Attend KS Training**
2. **Review All Resources Provided in the KS GIG Database**
 - Become familiar with the goals of the KSP program and the extent of implementation resources included in the KS GIG
 - It is not possible to remember every support resource, but the KS GIG has multiple starting points for initial referral. Understanding the file structure and resource categories of the KS GIG enables KS volunteers to offer help and referrals immediately
 - Change the password for the KS GIG database each time a KS resigns or moves
3. **Hold an Initial Meeting with the KSM and KS Volunteers**

Develop implementation recommendations for the CC/CCF
4. **Meet with the Unit/CC and CCF**
 - Determine unit priorities (how much outreach is realistic given the number of KS volunteers)
 - Establish procedures for obtaining spouse contact information from the unit (how rosters will be distributed and to whom)
 - Discuss KSP integration into the unit newcomer process
 - Agree on methods for recording and reporting program successes, trends in family needs and gaps in resources
 - Decide timing of regular meetings between KSP and unit leadership
5. **Review Scenarios that Require Immediate Referral to Unit Leadership**





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The KS GIG includes a “911 Guide” outlining appropriate responses to a given situation

6. **Divide KS Duties**

- Newcomers
- Deployed
- Information Distribution
- Roster Management
- Social Media Management
- Newsletter
- Speaking at Duty-Hour Unit Events
- KS GIG/Gmail Management

7. **Develop *Family Information Sheets* for Welcome Packets, Newcomer Briefs and Unit Events**

A sample is located in the KS GIG database. In addition to requesting information, the FIS should include:

- A Privacy Act Cover Sheet
- The option to:
 - “opt-out” of participation of any kind
 - be included on information only distribution lists
 - receive both information emails and social event invitations
- The option to be connected to other spouses through LSNs

8. **Choose/Customize Templates from the KS GIG**

- Choose or customize templates from the KS GIG for KS correspondence

9. **Consider Hosting a KSP Welcome Event for Spouses**

Purpose: Introduce KS volunteers and educate them about the program





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- If possible, divide the phone list and invite spouses by phone
- Explain the KSP, emphasize support and resources available from KSP
- Record needs requested by spouses during calls or at the Welcome event (difficulty locating childcare, problems navigating Tricare, etc.)
- Follow up with spouses to provide recommended resources and supports
- Include a table with resource materials and the unit *Family Information Sheet*
- Share information about the 70 ISRW goal to build Local Spouse Networks (LSNs); The LSN program is described on page 6 of this guide
- Provide spouses an opportunity to be connected with other spouses

10. Integrate into the Unit Newcomer Process

- Develop Welcome Package to include the unit *Family Information Sheet* (templates provided in the KS GIG) and other information such as base maps or local attractions
- Coordinate with CCF to speak at Newcomer briefs
- Ask CSS to collect and forward *Family Information Sheets*

11. Request Permission to Speak to AD at Duty-Hour Unit Events

- Divide meetings among spouses
- A KSP script for speaking at unit events is available on KS GIG

12. Determine a Process to Build “Local Spouse Networks”

- Refer to page 6 for an extensive description of this Program Goal
- Event sign-up sheets may include an option to be connect with an LSN
- Each time a KS volunteer interfaces directly with a spouse, offer to connect them to spouses in their area





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- If a spouse grants permission to be added to LSN, the permission should be recorded by the KS volunteer
- Indicate that LSN are in development and it may take time to build connections
- As LSNs build to a certain size, consider hosting a local meeting between the KSP and the spouses in a LSN to educate them about the KSP and encourage relationships

13. Maintain separate email lists:

- Spouses who wish to receive information only
- Spouses who wish to receive Information and be included in unit social events

14. Request that a KSP POC be added to information distribution lists managed by base leadership, OSC/ESC etc.

15. Email Spouses Regularly Regarding Resources and Local Events/Opportunities

16. Identify Trends in Needs and Gaps in Resources

- Refer to pages 4 for an in-depth description of this program goal
- Building trust and maintaining confidentiality is key to a successful KSP. However KSPs need to be able to identify trends and gaps in order to provide assistance
- Maintain a contact log to record connections with spouses, needs expressed by families and resources/referrals suggested by the KS
- The contact log should note who made the connection and what the issue was, but should NOT include the spouses name or any other PII
- In situations where follow-up is needed to assist a spouse, the KS volunteer who connected with the spouse should keep a personal record of the person's need and how help was provided, but this information should not be shared with other KS volunteers or kept on the official contact log used to identify trends

17. Establish a Social Media Presence





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Social Media OPSEC guidelines located in KS GIG

18. Develop a Monthly Unit Newsletter

A newsletter template is located on the KS GIG

19. Attend Unit Social Events

Although the KSP is not a social program, social events are a great opportunity to meet spouses. When meeting new spouses at a social event, downplay KSP involvement in event planning so spouses will not confuse the goals of the KSP with social events.

20. Visit/Communicate with A&FRC often

Check in with the A&FRC often to obtain information regarding new resources and events.

21. Receive Additional Training

- Smart Talk (Suicide Prevention)
- Privacy Act (Available through the 70 ISRW)
- OPSEC for Social Media (Available through the 70 ISRW)
- Heartlink





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Useful Terms and Acronyms

- **A&FRC**- Airman & Family Readiness Center
- **Alpha Roster**- List of member's personal information, such as Date of Birth, dates assigned, home address, marital status and telephone contacts
- **CC**- Office symbol used for Squadron Commander
- **DO**- Office symbol for Director of Operations
- **CCF**- Office symbol used for Squadron First Sergeant
- **CCC**- Office symbol used for Squadron Superintendent
- **CSS**- Office symbol used for Squadron Administrative Office
- **Gains Roster**- List of new people arriving in the squadron
- **KS**- Key Spouse
- **KSM**- Key Spouse Mentor, manages squadron key spouses and is liaison with unit leadership to troubleshoot problems and report progress of the Program
- **PII**- Personally Identifiable Information
- **Recall Roster**- List of all squadron members names, rank, address, office assigned and work numbers. This is used for official contact in the case of a unit recall
- **UDM**- Office symbol used for Unit Deployment Manager. (The UDM maintains a list of members preparing to deploy)

